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Workd Business Newspaper hutpy//www.fr.com
FT Weekend Saturday

| Why liberals are |
| :--- |
| hopeless at |
| waging war | Poland

US businesswoman shakes up behemoth Page 22


## Pr

辟 $u$ ana

## Mitsubishi Electric

 launches shake-up|  |  |
| :---: | :---: |
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Full bundurnte and Love back page

Regulating scientists Jury of peers guides research Page 14 Newsprint companies face price fixing inquiry By Emana Tuxter in mususe

























KOSOVO CRISIS NATO WARNS THAT NO FACLILTY INVOLVED IN ATTACKS ON ETHNIC ALBANANS IS SAFE ■ FOOD CRIIIS THREAT IN PROVINCE

## Range of Yugoslav targets widened

| By Mell Buckley in Brussets and Kavin Done in Londen |
| :---: |
| Nato marned yesterday that |
| no Yugosiav facility that |
| ann |
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| attacks against Kosovar |
| Albanians would be safe |
| from its bombing campaign, |
| er it widened the scope of |
| peratio |
| e warning was tak |
| snal that targets in can. |
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| the number of refugees crossing into Albania was nearing 100,000 and the influx showed no signs of letting up. The vast majority of refugees were crossing from Kosovo into northeast Abbania at the Morina border post, near Kukes. <br> The European Commission ters from Albania. Bosnia, Macedonia, Hungery and Slovenia would meet EU representatives in to discuss the refugee crisis. |
| :---: |

Willb, of Nato military con mand, said bombing effort

YUGOSLAV OVERTURE WEST SAYS PLAN DOES NOT GO FAR ENOUGH

## Milosevic peace offer angers Nato




WORLD FOOD PROGRAMME INTERNATIONAL RELIEF EFFORT URGED MILITARY TACTICS BUDAPEST EMBARRASSED OVER 'ATTACK'
Starvation threat grows Confusion in Hungary

## By Kovin Done

 starving in Kosove within 10
to 14 days unless
tional relief aufort citen be to 14 days uniess an interna-
tonal relief fafor can be
mounted, the World Food
mone mounted, the World Food
Proegramme WFPT, the food
oid organisation oi the nirted Nations, warned yes Catherine Bertiont, WFP as a result of fhe confilict stem in Kosovo had bro

 The Wer sid a resolution
of the conaict remaitned only distant prospect, with 1999. Any peace deal was
uniikely to address the core




## GERMAN PACIFISM LEADERS AGREE MEETING TO DISCUSS OPPOSITION TO AIR STRIKES

Greens face prospect of defections

| Germany's Green party faced growing defections yestarday due to opposition to its support for the government's military involvement in Yugoslavia <br> The growing rift prompted party leaders to agree to a special meeting with regional party representatives next month foliswing policy. on Kosovo. Nato air strikes. Party organisations in four lunder had called for a foll party conference. <br> Hans-Christian Strobele, a Green member of parliament, called on the "RedGreen" coaltion govermment of Social Democrats and |
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embroiled in the problems of
neighbouring Yugosiavia mbroiled in the problems of
neighbourng Yugos.avia
Imost immediately after Imost Immediately after
becoming a Nato member on
March 12 One western diplo
 mat described government
officials and ministers as
"sheill shocked" at the bap ismo of fire they were recoiv. In into Nato memembership. In that Light the appareat
onfusion in the governent
jas hardy surposing Tha
ir strikes have caused
 sern in Hungary because the
Sorbian ethnic Hungarians in in
northern Voivodina Prbiais northern Vojvodina
rovicne are hrought vulner
bote to similar Serblan
 annted on the ethnic Alba-
Houggary has had to formu-
policy of allowing Hungary has had to formu-
ate a policy of allowing
ato access to tits alr space lar operations, but of not
oecoming involved itself.


## - NEWS DIGEST

FREVCH UNEMPLOYMENT
Downward trend in jobless suffers setback
 jotred in February by a 0.3 per cant incraase against the
previous morth. Figures reloased yesterday by insee, the
 the secan
insen.
The en
ceance of
The employment ministry sought to play down the signit-
cance of this change, calling it a slight slowdown in the generalised reducuion of unemploymment'. In 18 monthts, the unemployment rate has falien a full ppercentrage point
and 270,000
ojos are expecter to But analysts said the Febrruary data poinited to a weak-
ening of the job market in industry, which was most ening of the job market in industry, which was most
affected by the emerging market cofsis. The maln explanatioceled the Feerruary figuruse weas the enting of a num
of temporary lob contracts. Robert Graham, Parts gERMAN TRANSPORT
Bonn approves new airport The German cabline yesterday gave final approval for the
construction of a new intemational ielport to seve Bortin
 parts at present, should be ready by 2007 . The aiport is
expected to handie $17 m$ passengers in its first year, rising
to




 from leading intermation

CREDIT LYONNAIS
Italian financier sentenced


 Multy of faud adior buying halswood Mero-askan-
Maye film studios with loans from the French state bank
Io 10 years ago.
Cordid Lyounnas, about to be pivatised after recovering
from rimous investments, inclucing the loans on which $M$.
 The court also renewed an arrest warant lissuod in 1995
and Inposec a fine of Frrmm fers5,0000, $\$ 180,000$ ) Mr
Par Parett. Three tomer business pariners, presennt for the
ruling, were fined srailerer sums and got suspendied prison WISS GOLD RESERVES

Bank nearly doubles loans
 At the end of 1998 it had outstandiling golol loans of 187 tonnes compargd with 99 tornes at the end of 1997, its
firsty year of gold lending. The sharp increase in the SNB's
 antiudes towards gold. Untill very recently switeziflend swise-





 ared
DEFENCE MINISTRY REPORT
Polish military lacks supplies
Poland's deputy deffence minister desentbed as "shoocking
a confldential repern citicisising the Polish military for lackoor budgeting, a spokesman said yestenday.
 The reserves for current training.

 the Polish Afmy would lest only four days of combat. Nato, which Poland, the čiech Repubbic and Hungesy,
folned on March 12 , requires 30 days of military reserve KOSOVO AID

Hague seeks heip for refugees Wiliam Hague, the UK Conservative party leadier , yester-
day urged the govemment to math any funds
rised by charities to ease the plight of the thousands of Kosovo
Albanilans seeking refuge in Mscedonia, Albaria and MonIn a letter to the prlme minister, Mr Hague welcomed the
c10m (sicm) of additional ald arready promised by the government but sald it had ""responsiblitity to do more".




 would have been "an appailing act of complicty in ethnlc
cleansing for th



IMF praises Brazil, warns Russia

| By Richard Wolfte in Wasthingtion |
| :---: |
| The International Monetary |
| Fund said yesterday the Bra- |
| lan economy was moving |
|  |
| the Russian government |
| ded to introduce a wid |
| ditcally |
| reforms before a new |
| loan package would be |
| approved. |
| Staniey Fischers acting |
| MMF. said Brazil had met its |
| targets for the last |
| quarter of 1998 and appeared |
| than on |
| in the arst quarter of this |
| contrast, Mr Fischer |
| warned that Russia still |

Some of the richest people on earth find it's time to tighten their belts


PROFIT FROM OUR EXPERIENCE.




W.A L E S Bbritusims cimite is Limited (MTCL)

## ENTERPRISE PROFILE

## BID INFORMATION

 Friday, May 28, 1999.UN urged to allow foreign investment in Iraqi oil
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 A panel set up by the United ment panel.
Nations Security Councll to
Aid agancy oficiplls close Nations Security Council to Aid agency opaciall close
study the humanitarian situ- to the UN said it recom-
ation in Iraq has recom- mended this week that fraqi
 nies be allowed to invest in reinforced monitoring and
Iraqu's oll sector to rases the verification phase meant to country's export capability, ensure rraq did not rede-
diplomats said yesterdy.
The pepp weaposs it had elimi-


 | Iraq. |
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CONTRACTS \& TENDERS

## DIVESTITURE OF STATE-OWNED ENTERPRISES

## MIM TIMBER COMPANY LIMITED

The Government of Ghanal. acting through its agent the Divestiture 1 Implementation Committee ("DIC"), hereby invites interested person to submit bids for the acquisition of the assets of Mim Timber Company

MTCL is a $100 \%$ state-owned limited company located at Mim in the Brong Ahafo Region. The company was originally established as a sawmiller and raw timber producer but under Govemment of Ghana control it has become a manufacturer and exporter of processed wood products. The Company's principal export market is to the European Union countries where it has a solid reputation for quality of product and reliability of supply.

Bid documents (including detailed bid procedures) will be provided to interested persons upon return of DIC's standard form confidentiality undertaking, duly signed. and payment of the appropriate fee. Bids from persons who do not comply with these requirements will not be accepted. Completed bids must be delivered to DIC on or before 1700 hrs (GMT) on

Interested persons should contact:


Deadline missed for choosing new chief By

## Beating software piracy proves to be no soft touch

James Schofield reports from debanon on the protecting protecting intellectual property $W \begin{aligned} & \text { alid Kadi, owner of } \\ & \text { ome of the elargest soft } \\ & \text { ware stores in Lita }\end{aligned}$
$\qquad$ on his dess. The originals and \$150. But Mr Kadi
paid
puch hais is magbe the onk lace in the world where you opy or the

 as and for s 850 to everybod In Lebanon, where 40 p ant of households have' 520 it is harriy suiprist

 before parlijament that sof ware manuurameturers hal



NEWS DIGEST
REMEDIAL ACTION ON ACGESS SOUGHT US ponders taking Japan telecoms case to WTO
Weshington will consider taking a casse to the World Trade
Organisetion about ccocess to japan's tolccommunications
 Cocruing to US government on mile the waning after reteasing an annuar revilew of forreign ounntes complianco with telecommundcattons agree NTI) contimead to charge high intercornnection tees to ther caraiers wishing to offer intra-city services in Japan against the use of loased lines by cariers afready owning Jupan's Ministry of international Trade and industry (Mit) yesterday rolessed its own report on problem trade areas arase of provitiy concoem with regard to trade with the US.


INTERNET-BASED TELEPHONE SERVICES
AT\&T in Shanghai accord
ATRI, the US telecommunications operator, yesterday
signod an agreemem to provide intamet-based telephone services in the Pudong development 2 one in Shanghal
ATRT signed a framework agreement to offier intemet pro-
 The coctract will incluture $A$ Uistual privite network In
the Pudong distlct, a special economic zone in Shanghai the Pudong district, a special economic zone in Shanghal
that Crina has ambolions to tum into a leading financlal and information tecknology hub.
Willam Daly. US secretary of commeres, on an official
vibit to China observed the signing of the accord and salc it would enablea itoreign pariter to provide taliscommunit cattons services in China for the first time. China had
barred forlign companies from offering telecommunica tions servicos, trough some heve been operating ase oron-
suthents or equpment supplierv. James Kynge, Relfing

## El SALVADOR AND HONDURAS

## Deal on regional power grid

E Salvador end Hondures plan to bulld an elacticity int
connection to provide Certura America with its first regional power rivi. The two countrifes heve garreed to constiuct the link by 2001 with S3Om of innancing from Honk of an intarconnection between E Saviador and Central America, makking It difificult to cover temporary more attractive for foreign invesiment in new power gener stion profectss Several companies are areacy interested privaise some state-run generating plants. The need for

 ially covered, the defict whth axpenswe imported power
from southem nelighbours. James Wison, Panama CHty

Imagine laughter being the only thing that's contagious.


## Banks find pain lingers after sting



Bankers see Colombia's forex market shrink


## US factory orders show sharp fall

By bantan maknan1 Canada lowers
Us factory orders fell at rate to $5 \%$ their fastest montaly rate in
nearly four years in Febrr- Canada's centrad bank
ary the commarce ary. the commarce Depart- lowered its benchmark bank
meant sead yesterdy. 5 per
rater
 atite aler arcaft sector hevped and capthal spending, the
push orders for manufac-
first time in two years the
 cired goods down 2.5 per central bank has eased rate
cent from the previous without the UU acking first,
month to a seasonally writes Edward Aden
and









 year deceline sine 19e9.
Dave Huether direct
 National Association of Man- orders. These fell 0.4 per
ufacturres, said nigures for factory ordirer did not indi- The Commerce Deppar
cate emengence of a down-: ment sadd the GDP flitur
ward trend because orders Ward treng because orders was driven by upturns
For big-ticket items vary exports, producers' laves
widel
 lead some to believer many. ment in durable equitpment
facturing is headed for trou- sumer spendination of of con lacturing is headed for trou-
bled waters, the decline in
February's now


- A place in the sun at last for an Arctic nation - Us couir cases set to tesst limits of fedieralism - Ecuador infítion hitts 54\% - Mexico's PRI elscts new leadership htips $/$ //wwiw. FT, com/America


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## Malaysia to tighten control over banking

## By Shella Mactulty in Kuala Lumpur


nate Her one and tier two.
dexiguations for banks as it




## Beijing refuses to rule out Spratlys building

| Chins refused yesterday to rule out the possibility of building more structures on lippines, contradicting assurancas from Joseph Estrada, that the two sides have reached an accommodation on their biggest bilateral dilsapreement <br> A senior Cbinese official, Who decilined to be identiMischilef reef, which lies witbin the Philippines' 200 nomic zone, was an integral part of China. Any construc- |
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Pakistan banks cut interest rates By Fathan Bochand fa slatamabed Pakistan's five biggest
commercial banks yesterta commercial banks yesterday
cut thini interest rates to
maximum
a
po-21 per per cent from a $20-21$ per cent range,
spur economic recovery. sppur economic recovery.
The move onlowed days
speculation in the dlat. speculution in the domesil
financial markets that bank were under pressure fron
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the other banks to join the
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Mr
inter Tarin sald Pakista inturest rates were hi
because the banks had
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 The government. Wa
revering the verniou
schemes, he added, with announcement possib
within weeks. But there
no indication of whether t schemes'
sonterest
sould also be reduced. Woud aiso
Mr Trin sexd that the
per cent rete of conporate t per cent rate of corporate tat
for baxks. compare with
the 35 per cent rate pevid b other compan
interest rates
Business unimpressed by the the we
They roosidered the 19 p



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| more ec |  |  |
| y Mark wicholson in New Dellil | overall performance "should Mr Hegde announced a not be scoffed at" given the series of modifications to |  |
| Reform of India's labour state of worid and Asian trade policy in advance of |  |  |
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| industries and other struc- export target for the coming included moves to cut export |  |  |
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| boast the country's flagging bitten twice shy."export perfornuance, Ramak- The minister also said be traders' bureaucratic burrdens, for example, allowing |  |  |
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| rishna Hegde, commerce minister, sald yesterday dur- |  |  |
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| ing the ministry's annual trade policy review. |  |  |
| Mr Hegde revealed that economeststs and exporters seve |  |  |
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| terms in the 10 months to "It is not a solution" he for |  |  |
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| ministry forecast of 30 per the rupee, which has held which would include exemp- |  |  |
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| Without providing export Rs 42.4 -Rs42.5 to the dollar laws. These zones |  |  |
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## N Korea missile talks deadlock


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Japan market falls $4.2 \%$ on year


What looks good for Hokkaido now looks bad for Japan in the long term

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F2Nmino


FINANCIAL TIMES THURSDAY APRIL 1/FRIDAY APRIL 21999


Everyone's more than a little familiar with".com" But how about the company behind the dot? At Sins, everything we make, everything we do (and have always done) is about launching companies into the Network Age. And that's what the dot in com is all about Our scalable enterprise servers power the Net from. the workgroup to the data center And as information expands on the Net, our open network storage systems expand along with it. Out Java software is become ing the de facto standard platform for Net-based computing. Our mini- technology is further simplifying computing on the Net, enabling a world where. all kinds of consumer devices connect to the Net - and to one another Solaris is the 64 -bit enterprise software environment for The Net, delivering the strength and safety of a mainframe: with the ease of use of $a P C$ Our UlitaSPARC 64 -bit processor is what you might call the high-performance engine behind the Net And our service-supportand consuiting experts tailor solutions for moving your company to the Net, and getting the mostout of $i$ t. suffice it to say themes a lot going on behind the dot incomeWhat can we com for you? Were the dot in com-:


You've always had short arms and

sure enough, you can't catch a cab to save your life. Meanwhile, your wife is waiting, waiting, waiting. Enter e-services. You send out a signal on your PDA. Global positioning pinpoints your location. Instantly, your electronic request for a cab is bid out and matched to transportation services around the city based on rates and proximity to you. You're given the option of a cab (five minutes away) or a limo (ten minutes away). You opt for speed (wise man). You have a few minutes to kill, and since you're not frantically trying to throw yourself in front of a cab, you duck into a flower shop (very wise man). As you emerge, your ride pulls up. Think about this. Soon there will be a plethora of services seamlessly and invisibly linked to the Internet. Services that you can charge for. Electronic services. The next chapter of the Internet is about to be written. The service-based economy is about to explode. And it will have nothing to do with you working the Web. Instead, the Internet will work for you. www.hp.com/e-services

The next E. E-services.

## BMW agrees aid deal for Rover site



## Peer review needs care, not neglect

 Tom Barlow argues that the traditional method of


for vetting what is worth reading and, more imp
tantly, what is. wor It in inportant that such a
method is. as ar as possible method is, as ar far as possible,
objective. Is that possible

Bug buster blamed for resistance




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reserch showing that research showing that
triciosan ts it potent thibhor
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synthesis of fats.

 at the University of Shefiliel
and
showed that triclosan showed that ticicosan
mhibltststhe ennymat very
low concentratlons. They low concentratlons. They
also proposed a series of also
biochenimical steps
Ecolif becteric which
 University 222 2000, -mail
tel 017 incessheffield.ac.uk
Genes put pain under control Researchers in the US have
shown for the first time that gene therapy can be used to
contorol palin an animis. The control paln in animals. The
development could lead to new treatrments for chronic
paln assoclated with new veatnentis tor chronic
paln associated with
conditions such as cancerr, arturtits and angina

| herpess virua contraining a of a pain-blocking proteln. The gene appeared to aot on C-type neurons, which are thought respoln. siow, buming paln. <br> The researchers hope that whithin a few years they can devise a treatment that is without the side-effects without thed with conventionsal narcotic-based pain relievers. The study is published in the March lseue of the Proceadings of the National Academy of Sciences. <br> Universthy of Pitstburgh: US, tei $0014126242607 ;$ http:// <br> Cancer answer in the tea leaves <br> Drinking green tea has long bean associated with a Green tea has also been shown to inhiblt particular types of tumours in animals. <br> A report in today's Nature gives a clue about the way green tea may affect cancer. Karolinska Institute in Stockhoim have identified a compenent of green tea, epigallocatechin-3-galiate, of new blood vessels, an important process in tumour growth. Other diseases finked to the growth of new blood vessels, such as |
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## E.SAMUEL BRITTAN ECONOMIC VIEWPOINT <br> Lost art restored

The Bank of England governor has to send a letter to the chancellor if inflation deviates by more than one percentage point UR EfI

Apif 1,2007
Dear Chancellor,
 Nom






















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The backgroumd to this jmgizied draft letter is that
the Bank of Fseleland is expected to focus at all times
on the achlevement of an

 as seriousily as outcome
and above the target
If the actural rate of imflation
departs by more than one II the actual rate of infation percentage point from targe
the governor is required to
 chancellor accoumting for the
deviation and expliaining the
 it and the pertod over which hination is expected to retu
to arget Stold the
devilition perit Ser devation pessist for a f further is required
When these When these arrangements
were announced, the deputy
 remarked: The MPC MIII
have many
opportuntties to
 writing to British life. And avoding the need to write
guch a letter is not the succh a letter is not the
ojjective of monetary pollcy The deputy governor combinine the advantages of en
mflation range (such as the 1
 put in place en 1983) with the
point target which had been
set by Gordon Brown set by Gordon Brown Mr
King wean on to explain thm in the fare od "escocks" the
MPC would be able to diop





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| People |
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 The reasons for the of inflation can only be mderstood against the cimate of copinion two years tramework was devised
Given the long mmlationary axpen the long milationary
exprience of the UK and
other countries, other countries, most offlcials
and economic advisers could and economic advisers could
not then minagine nearr-ero onfation amagne near-zero
of severe recession the context By putting a downward as
vell as upward limitt well as tupward imitit on
manation the chancellor
 could prevent policy
becoming too restrive and
also exercrise a stabilishas
 difent on real accivitys
Nevertheless he was ralying tam a theory with onit The correct and local valldidity.
Thore basic theors links recessionary
pressures not with the level of
 change. One can envisage all
sonts of situations in wifich 1 per cent tifflation could be
combined with rapid growh. The witter of the governorid darit eetter has got his brickers in such a twin situation 1s one of rapid recovery, and output may be
rtsing to quictily rather than 2o slowly. And reference to an incration fixed wherast realated to nulationary yexpectatlons were much higher than they have helpptal gutde to pooticy.
$T h e m$ moral is to be cpen , back door, especialy whema
that buck oor depands on
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LETTERS TO THE EDITOR
Investing with confidence in Latin America

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| $t$ no one wants or w | crisis" first and then the |  |
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Japanese need to rely less on interpreters

\begin{abstract}

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| ts | even rationalism, and the | to be isolated at inte |
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| lish ("At a loss | not to be regandel | bri |
| words", March 12 ). 1 would |  |  |
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| easy availability of inter- |  |  |

Whole truth about Sweden's smorgasbord-raiders







Number One Sonthwark Bridge, London SE1 9HL


## Decommissioning mindsets

Despite the current gloom over Northem Ireland's peace accord, George Mitchell's book is a reminder of how far the province has progressed, says Phillp Stephens


BELLCORE
INVENTED TODAYS TELEPHONE NETWORK IN THE U.S.

TELCORDIA IS RESINVENTING IT, WORLDUTDE.

Telcorda.
Technologles redarmextemensprime

## COMMENT \& ANALYSIS

## FINANCIAL TIMES

Number One Souttwark Bidge. London SE1 9HL
Tel: $+44171-8733000$ Telex: 92186 Fax F $+44171-4075700$
Thursday April 11999

## Deliberate use of force



Regional muddle


Thailand's deficit


## Immaculate coercion

War in Kosovo has sharpened the US debate about whether you can be a superpower and not put your soldiers' lives in danger. Gerard Baker reports on the world's reluctant policeman


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'From day one

> | Clinton gave |
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| foreign policy |
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## OBSERVER

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## FINANCIAL TIMES

Our Advanced Archirectural Product is
THURSDAY APRIL 11999

THE LEX COLUMN

## Smoke bomb




Cardoso pins Brazil's hopes on budget controls

GO PUBLIC



FINANCIAL TIMES COMPANIES \＆MARKETS

THỨRSDȦY APRIL 11999
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## YEERGUSON ENTERPRISES

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## MARKET STATISTICS <br> \section*{－}

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Enron makes etrio bond debut

COMPANIES IN THIS ISSU


## Fines for share＇misconduct＇

Morgan Stanley and ABN Amro securities ams censured after
London Stock Exchange inquiry
 AOL is world＇s most valuable media company

Ford begins reshuffle at Volvo
Cars
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the Swedish carmakerion
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INSURANGE LEADING DANSH NON-LIFE GROUP TO STCK WTH UNDDANMARK MERGER PLAN

## Tryg-Baltica rejects DKr10bn Codan bid



Blackstone set to triple Europe fund investments


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| Scandinavia's largest nor- | present we a |
| Wife insurer. known provi- | represented in De |
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Weighing up the benefits of mutual protection




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| Blackstane Group, one of the |  |
| world's largest investors in | Europe in the hedge |
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| European-based hedge funds | Europan hedge fund |
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| Blackstone's alternative | Ms McCabe said the |
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Daimierchrysier
Annual General Meeting 1999 We hereby invite our shareholders to the $1 \times$ Annual General Meeting on Tuesday, May 18, 1999 at 10:00 a.m. in the Henns-Martin-Schleyer-Halle, Mercedesstrass
D-70372 Stuttgart (Bad Cannstatt). Agenda (short version)


The invitation and the complete agenda wers pubblithed
In 1 ssue 63 of the Foderal Gazthe of April 1,1999 .


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The company shanl Iorward the Agenda of the Amusi
General Mecting on May 18, 1999 and the short repori on

 Stuttgar-Mक̈hingen, Apral 1,1999

DaimierChryster AG
The Board of Management

Elektrim
andim chief on sure ground with a foot in both camps

| $V V^{\text {ben Barbara Lound- }}$ executive of Elektrim. Poland'g biggest industrial group, anayats wondercd busineeswoman with little Polish could get a grip on such a diverse company. Ms Lundberg, who has worked in Poland as a frod hired after forelmn-led sharehoiders forced the resignas tion of her predecessor in a diggute over the late discloinformation: <br> However, to the last mrak. Ms Lundberg, aged showed she had got of to dying start. First, she signed one of the blegest acquist tions by an east Europesn chase of Bresnan Telecom. munications Poland, a US owned telecommurications. and cable television busiNest, she won a bidding race rhen she sgreed to pry 588 m for a 20 per cent stake Adarnow-Konim power plant. one of Poland's biggest. On | the same day she announced she was in negotiations to buy Poland Teecoma Opara-Ifred-line telicoma licencas in provinces covering 20 per cent of Poland's poppulation. <br> Ms Lundberg says she plans to grow Elektrim's telecommunications busiin Poland after TP SA. the state-controiled operator. tag partnershtup with Deatsche Telekom into a comprehansive joint venture. <br> Ma Lundberg says she also intends to expand the Wrile rationalising other parts of her empire. "Elektrim needs focus," she said. as she disposed of 80 noncore subsidiaries ruis weet uhip Polish company in both telecormunications and energy and power". <br> Ms Lumablerg's rapid start is helping to rebuild com. shareholders' revolt last yesr supported by by Merrill Eynch, the US investment of Andraed Sthowronsidi, the | Eektrim <br> amin $\qquad$ <br> iormer chief esecutive <br> Mr Skowronski transTormed Elektrim from a state trading company into an industrial conglomerate. 3.8bn zloty ( 5828 mm ). <br> Elektrim acquired more than 100 subsidiarles in cables, power engineering, motors, agricultural equip. Together with Deutsche Telekom and US-owned MediaOne, Elektrim estabhished Era CSM, the bigger phone companies, and devel- | oped plans for sxed-lime telecame <br> However, Mr Skowronski fell foul of shareholders by failing to disclose a 1996 deal in which Blektrim pledged to sell for a low price a 6.5 per cent chunk of its sa per cent ings, a minor partner in Era. After his departure in December, Elektrim was hit by a second disclosure dispute This involved a secret with Deutsche Telekom. <br> As a former fund manager. | Eleatrim - which may need Itho in new loans and capital - cannot tap interna. tional markets without a zmore coherent shape. The over the next two years are in telecoms. <br> slektrim plans to buy out partpers in Era, including MediaOne, which is selling its wireless operations following its takeover this US. <br> In Inxed-line telecoms, the key lies in securing government confirmation of the | Wersaw Hcance amarded to El-Net in Decembar, despite companies. However, Elek trim already has edght other restonal licences and has bought two more with the also use Bresnan's Warsaw cable television network for telephony. <br> Once Elektrim acquires Poland Telecom Operators, owned by Reten consorthum and Pllicka Tele fonia the company would control fixed-line Hicences with accesss to 48 per cent of the population. <br> $A \begin{aligned} & \text { ul this requires money } \\ & \text { and grile. To potential }\end{aligned}$ roust piay the hard-nosed American financial expert bringing "focus" to Elektrim. But In Poland, she wants to present Elextrim as of favours when competing with foreign groups for telecoms licences and the like. So far, investors have given her the benefit of the doubt. Elektrim shares have recovered the ground lost during the disclosure row. |
| :---: | :---: | :---: | :---: | :---: | :---: |





We think harder, and act faster.
italy ceo addresses analysts after group selus telecom itala stake prior to raising hostle bid

## Olivetti speaks of 'error' over share sale

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 "another favour to the group
of reiders"
olivets is also understood to be coming under increass
ing pressure from Consob to publish its bid prospoctus
before the Telecom Italia before the Telecom Itralia
sharebolders' meeting. to
enable shareholders to to enable shareh.
fully informed. fulliy informed.
ing a pertis olelay in publish-
ing prospectus ing a prospectus has cast
further doubts over the com-
pany's approach.

Price-watching shareholders may hold the casting vote The fate of Europe's biggest corporate takeover will be decided at a series of crucial meetings next month, says Vincent Boland
 FINANCIAL SERVICES INSURANCE PERFORMANCE NOT MATCHED IN BANKING, SECURITIES

## Acquisitions

 lift ING profit


## Merger failure cause disputed



## Watchdog to probe Yukos

 S4.07bn) trom DM4.9bn. The Handover-based group cal
tioned that the figures were not directy comparable.
 cally in the past year. But analysts staid Proussagh had
eamed the admiration of muestors for its podd change of direction trom heavy industry to leisure and travel services. Preussag's shares have strongly outperformed the German
stock market in the past six montis, almost doubling in stock market in the past six monns, alnost tidiging
thart time to E497 at yesterday's close of trading in Frank-
furt. Tory Barber, Frankfurt MEDIA


## INSURANGE

Winterthur lifts market share








## fance

Frère takes stake in Bouygues




 colk Pmault, whose family hording
Mr Prnault emmerged two weeks ago as a white knigh for
Gucci, the trallan fashlon house, in which Mr Amauth hed
 responded by making a full bld for Gucce. But Mr Amault'
edvisere seald his Bouygues Investment had been hield "for
 Quccl". Mr Pmault moved to cestire-stage at Bouygues hast
yoar when he bought a 12.6 per cent take from Vincent
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## BNP bid for rivals is official



U.S. $\$ 8,000,000,000$ AT\&T CORP.
U.S. \$2,000,000,000
$5.625 \%$ Notes due 2004
Price $99.532 \%$ per Note
U.S. $\$ 3,000,000,000$
$6.000 \%$ Notes due 2009
Price $99.765 \%$ per Note
U.S. $\$ 3,000,000,000$
$6.500 \%$ Notes due 2029
Price $\mathbf{9 8 . 9 3 6 \%}$ per Note

Blaylock \& Partners, L.P.
BNY Capital Markets, Inc.
Chase Securities Inc.
Deutsche Bank Securities
First Chicago Capital Markets, Inc.
Lehman Brothers



## Nissan may end Ford mini-van deal

##  <br> Nissan Motor hinted yesterday that tit ound end Ye 

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| Commentators have |  |
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Investors in PCI Bank


Groups sell shares in C\&W Optus

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Nishicobka Takashi Nishicika.
vice-president of the reirospace division, will replace.
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indonesia management joint venture still subject to government veto
Hutchison arm buys $51 \%$ stake in ports

|  | Aneka Tambang benefits from fall in rupiah rate |  |  | subject to a government veto, and would not say why the company agreed to the move- Goldman Sachs, which advised the governsay which decisions could be vetoed. <br> As the joint venture's sassers are beld only in cons. cession. they cannot be pledged as collateral. Mr would not put up any cash. forcing the venture to rely on cashßow or loan guarantees from Hutchison. <br> Indonesian members of pariliament have accused the government of gelling assets cheaply, but officials argue | sales, such as a reduction of the stakes and the veto, reduce market value. <br> Hutchison is the world's largest independent container port operator, with stakes in 17 ports , that of global container traffic. of glabal container tranfic. ports that handle the majority of Indonesia's trade. Hall of its proits cance from the two terminals under concession. <br> Mr Djalli said the next pripatisation will be at the rival Pelabuhan IIII port in Surabaya, which has received Iive bids. Three other large until later this year. |
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## US expansion for RMC


BP/Arco deal
could derail tracker funds

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## 'Unexploited profits' in Brady bonds

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Warning toJapan's local governments



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We want your business.

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## - Canadian rate cut surprises markets

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East Timor pins hopes on organic growth from coffee In its bid for independence from Indonesia，the island is banking
on reviving its mountain plantations，writos Sander Thoenes on reviving its mountain plantations，writes Sander Thoenes
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## Crude oil prices touch 10－month high

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Offshore Funds and insurances


FINANCIAL TIMES THURSDAY APRIL 1/FRIDAY APRIL 21999
FT MANAGED FUNDS SERVICE
Offshore Insurances and Other Funds


LONDON SHARE SERVICE




## Earnings <br> fears hit

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You don't have to know someone really well to give the perfect gift. In fact, you don't have to know them at all.

Please give blood. There's a lite to be saved right now. Call 180 GIVE LIIRE



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## FIUTBES AND OPTIONS



Highs \& Lows shown on a 52 week basis
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GLOBAL EQUITY MARKETS


THE NASDAQ-AMEX MARKET GROUP


## STOCK MARKETS

## Equities buoyant over possible rate cut



US stocks
mixed as bond prices weaken

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## Preussag leads Frankfurt higher

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